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Civilian Personnel

POSITION MANAGEMENT AND CLASSIFICATION

***This circular expires one year from the date of issue.**

***This is the first edition of Army in Korea Circular 690-511.**

FOR THE COMMANDER:

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Summary. This circular prescribes policies, procedures, and processing requirements for executing Delegated Position Classification Authority (DCA) and for obtaining 8th Army, Chief of Staff (CofS) approval to establish a new U.S. Appropriated Fund (APF) senior grade position (SGP) or upgrade current positions at grades GS-13 and above (or equivalent).

Applicability. This circular applies to 8th Army, its subordinate commands and assigned units, and United States Forces Korea (USFK) joint positions occupied by Army employees.

Supplementation. Further supplements to this circular by subordinate commands are prohibited unless prior approval is obtained from the Commander, 8th Army, ATTN: Directorate of Human Resources Management (DHRM), Unit #15236, APO AP 96205-5236.

Forms. AK forms are available at <http://8tharmy.korea.army.mil/g1ag/>.

Records Management. Records created as a result of processes prescribed by this circular must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information System website at: <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this circular is the Commander, 8th Army, Directorate Human Resources Management. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, 8th Army, ATTN: DHRM, Unit #15236, APO AP 96205-5236.

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Chapter 1

Introduction

1-1. Purpose

This circular prescribes policy and procedures to be followed when managers choose to exercise their Delegated Position Classification Authority (DCA) and when requesting the establishment or upgrade of appropriated fund (APF) positions at grades GS-13 and above (or equivalent) within HQ 8th Army, major subordinate commands, joint staff offices, and assigned units.

1-2. References

Required and related publications are listed in Appendix A.

1-3. Explanation of Abbreviations and Terms

Abbreviations and terms are explained in the Glossary.

1-4. Policy

Army policy requires that management officials design organizations and positions that use the lowest grades necessary to accomplish the mission; provide for career progression; eliminate excessive layers of supervision; and avoid assignment of employees to position descriptions (PDs) that do not match the work assigned and performed. Commanders, managers, and supervisors must comply with sound position management principles that result in the most efficient and effective use of both finances and human resources. This is done by eliminating wasteful position management practices, controlling senior grades, and implementing efficient organizational structures. To achieve a proper balance of economy and efficiency within the command, the following goals and objectives for the position management and classification program are established:

- a. Ensure that the duties, responsibilities, knowledge, skills and abilities required by each position are clearly described, do not conflict with the duties of other positions, and serve as an effective tool in the recruitment of the position.
- b. Ensure that proper job analysis is accomplished, and that position descriptions are current, accurate, specific, clear, and not vague or embellished.
- c. Ensure all positions are classified in accordance with Office of Personnel Management (OPM), Department of Defense (DoD), and Department of the Army (DA) position classification and job grading standards.
- d. Establish only those positions which will best serve mission needs and provide for economy, efficiency, skills utilization, and employee development.
- e. Minimize the use of deputy, supervisory and administrative support positions.
- f. Abolish positions which become vacant if their duties can be redistributed or eliminated without seriously affecting mission accomplishment.
- g. Grade-controlling duties will be concentrated in as few positions as possible and performed more than 50% of the time.

1-5. Authority

a. A key principle of personnel management in the Army is that authority, responsibility, and accountability follow the chain of command.

b. Within 8th Army, the Director, Human Resources Management is appointed as the Position Management Officer (PMO). The PMO has delegated position classification authority for all U.S. appropriated fund civilian positions within the command.

1-6. Roles and Responsibilities

a. The Director, Human Resources Management will:

(1) Serve as the PMO and senior HR staff advisor to commanders on the position classification program. As PMO, the Director has the authority to review, approve, and make final classification decisions in terms of appropriateness and affordability and/or alternatives to implementation, in consideration of the principles of sound position management.

(2) Make final decisions on position classification and position management recommendations where significant disagreements exist. Only the most controversial, precedent-setting cases will be referred to the 8th Army CofS or USFK Assistant Deputy Chief of Staff (ADCS) for resolution.

(3) Ensure that subordinate commanders fulfill their position management and classification responsibilities. Commanders who exercise classification authority must meet the Army objectives for avoiding misassignments (no more than 10%) and attaining position description and classification accuracy (no less than 90% accuracy rate). When necessary, corrective measures will be taken, which may include withdrawal of all or any part of the classification authority.

(4) Perform program oversight and be responsible for establishing command human resources policies, planning for future human resources needs, and developing innovative strategies to better serve its customers.

(5) Monitor implementation progress and periodically evaluate the position management and classification program. Evaluation measures will include an assessment of position classification accuracy, position management, position description adequacy, incidence of misassignment, senior grade limits, and the impact on EEO and labor-management relations. Desk and/or telephonic audits may be required to validate that a position is properly described and classified, and that the employee is not misassigned.

(6) Exercise delegated HR authorities, conduct policy research and formulation, make decisions on HR procedures that have impact on all Army units in Korea, and review actions that need command group approval, including exceptions to policy, upgrades, over-hires, and establishing new SGPs.

(7) Serve as the primary advisor to the Commander, CofS, and USFK, ADCS on all matters pertaining to position management and classification. Advise managers on the command's requirements and staffing procedures for classification actions. Maintain a

command-wide focus, rather than a focus on individual actions, except when such actions involve exceptions to policy.

(8) Establish procedures for auditing a representative sample of positions in order to continuously monitor the classification program for grade-creep, average grade, and classification consistency within the command. Report findings and recommendations for corrective action(s) to the commander.

b. Commanders, managers and supervisors will:

(1) Obtain position management and classification advice from their local Civilian Personnel Advisory Center (CPAC) for all classification actions, as well as during the initial planning of new or revised organization structures.

(2) Avoid establishing ill-defined or personalized job structure changes intended primarily to support unnecessary or questionable grade increases.

(3) Design positions around skills and mission essential tasks rather than the personal qualifications of an incumbent employee.

(4) Design positions to promote career progression whenever possible; explore all opportunities to re-engineer jobs for entry-level and upward mobility purposes.

(5) Eliminate unnecessary supervisory and leader positions and ensure that supervisor to employee ratios are consistent with DoD objectives. The current DoD objective is 1:14.

(6) Avoid establishing deputy and assistant positions.

(7) Continuously review organization structures to identify and eliminate positions/organizational elements performing similar functions or duplicate work efforts.

(8) Review all vacant positions thoroughly for necessity.

(9) Prepare newly written position descriptions only when there are no DA standardized position descriptions or similar positions in FASCLASS. The PDs established by managers and supervisors must accurately describe the work assigned and include sufficient information to support the classification of the position.

(10) Establish a SGP only when a valid need exists and avoid establishing SGPs simply to reward selected employees.

(11) Treat position descriptions as pay documents that draw on public funds and exercise the same level of care as with any other fiscal authority.

(12) Maintain familiarity with classification standards covering the major functions under their supervision in order to understand and explain the basis of classification to subordinates.

(13) Contact the CPAC prior to generating any Request for Personnel Action to discuss the proposed action and to ensure compliance with sound position management objectives and principles.

(14) Be held accountable for their position management and classification actions through the performance management rating process.

c. CPACs will:

(1) Exercise delegated classification authority to develop PDs and classify Army positions unless managers with DCA elect to exercise their classification authority.

(2) Provide advice, assistance, and training to managers and supervisors on all aspects of position management and classification to assure integrity of the program. This includes developing and presenting position management recommendations to management for consideration and/or resolution; explaining procedures and requirements of the classification process; and how to use FASCLASS and other automated tools related to classification.

(3) Assist managers in preventing or correcting unnecessary grade escalation.

(4) Participate with other functional experts in reorganization planning and efficiency reviews.

(5) Ensure that classification decisions are in strict compliance with applicable laws, current classification standards, guides, and OPM, DoD, and DA guidance or precedent decisions.

(6) Ensure that position descriptions meet Army and OPM standards of adequacy.

Chapter 2

Processing Procedures for Senior Grade Positions (GS-13/14/15)

2-1. Instructions for Managers and Supervisors

a. Each classification action should be coordinated directly with the CPAC before initiating a Request for Personnel Action (RPA). 8th Army classification actions for grades GS-13 and higher must be staffed through the 8th Army Assistant Chief of Staff, G8, Force Management Office, and approved by DHRM before an RPA may be initiated. All 8th Army and USFK joint staff hiring actions involving a position classification action must comply with procedures developed by the appropriate Resource Management Office.

b. Requests for new 8th Army SGPs will be submitted on a Staff Summary Sheet (EA Form 108-E) and address the rationale or justification (describe new mission or program changes that have occurred to facilitate creating a new SGP), background, organization structure, supervisory ratio, the primary purpose of the position, and how it relates to the mission. The following documents must also be included as TABs:

(1) TAB A – The current PD number if the job is encumbered, and a proposed PD (with recommended classification) that is certified by management as an accurate statement of duties and responsibilities, and checked by the CPAC HR Specialist for meeting DA and OPM standard of adequacy.

(2) TAB B – If the supervisor of the position under review is a civilian, provide his/her PD number. If the supervisor of the position under review is military, include a description of duties taken from the OER/NCOER support form.

(3) TAB C - The organization's Mission and Function Statement which describes the roles and responsibilities of the organization.

(4) TAB D - An up-to-date organization chart that clearly identifies the working relationship to other positions in the chain-of-command, both below and above the position under review. List each position within the unit by title, occupational series, grade, PD number, and names of incumbents. Military positions will be annotated with both rank and their civilian grade equivalency. Organization charts will be consistent with organizational information found in the Fully Automated System for Classification (FASCLASS) and Defense Civilian Personnel Data System (DCPDS).

(5) TAB E – If the position under review is a supervisory position, the package must include PD numbers of all civilian subordinate positions impacting the base level determination.

c. SGP requests will be initiated by the immediate supervisor and signed by the appropriate commander or organization head. Coordination with Resource Management to confirm availability of funds is required.

d. SGP request packages will be forwarded to CPAC for preliminary review and then to DHRM. DHRM will review the package for final approval/disapproval.

e. DHRM approval must be obtained before the position is officially classified or filled. Organizations will submit adequate documentation and written justification required under paragraph 2-1a above. Requests failing to meet package submission requirements will be returned to the submitting organization. Approved requests will be returned to the submitting organization to initiate an RPA with approved PD to the CPAC.

f. A flow-chart outlining the roles and responsibilities for establishing SGPs is found at Appendix B.

2-2. Adequacy of Justification

a. Commanders, directors, managers, and supervisors will work directly with the servicing CPAC prior to preparing a SGP request. CPAC HR Specialists will provide position management and classification advice, to include identifying actions that may be precedent-setting in nature; result in inconsistent grading when compared to substantially identical positions in the command; or result in establishing a position that disrupts sound alignment of grades.

b. When preparing a SGP request, managers and supervisors should do so with the following questions in mind:

(1) What is the justification for establishing or reestablishing (if vacant for an extended period of time) the SGP in terms of mission and workload requirements?

(2) Are there sufficient funds to pay for the new position?

(3) Is it clear in the proposed PD how this position is distinct compared to other positions which share or have overlapping responsibilities within the unit?

(4) Is there a thorough explanation of why establishing this SGP makes good business sense; and is the majority of time spent performing grade-controlling work?

(5) Is the information in the SGP package thorough, accurate, and sufficiently specific so that the CofS, PMO, and/or USFK, ADCS have all of the required information to make a final decision regarding the request?

Chapter 3

Delegation of Position Classification Authority (DCA)

3-1. Purpose

The main purpose of the delegation of classification authority is to enhance the personnel management authority of supervisors by providing maximum control over the positions in their organizations.

3-2. Exclusions

DCA authority does not apply to Senior Executive Service (SES), Nonappropriated Fund, or Korean National (KN) positions. If a KN position was previously classified using a DCA override, the position classification will be corrected prior to recruitment.

3-3. Delegation of DCA Authority within 8th Army

Headquarters, Department of the Army has delegated position classification authority to the senior Army commands. Army commands in Korea may exercise the classification authority delegated to them by their higher level operational or functional commands. For Army positions assigned to joint staff offices of USFK, classification authority is retained by the 8th Army Commander. Within 8th Army, DCA authority is re-delegated to the following officials, who may not delegate their authority further, unless they have received written permission for the 8th Army Commander allowing subsequent delegation. Any subsequent delegation must be in writing.

a. Chief of Staff, 8th Army

b. Commander, 2nd Infantry Division.

c. Commander, 19th Sustainment Command (Expeditionary)

d. Director, Human Resources Management. The DHRM is further designated as the command classification proponent with the authority to monitor, evaluate and take corrective action on behalf of the commander to ensure the integrity of the classification program.

3-4. Roles and Responsibilities

a. Officials with DCA authority will:

(1) Review requests to establish or upgrade positions to the grade of GS-13 and higher in accordance with the senior grade control procedures outlined in this circular.

(2) Maintain the integrity of the DCA program by complying with laws, regulatory requirements, and guidance issued by OPM, DoD, DA, and commands.

(3) Establish or comply with command procedures for assessing program trends, and maintain awareness of situations that may be precedent setting or result in conflicting grading with comparable or identical positions within the organization.

b. Managers and supervisors will:

(1) Utilize automated classification tools such as FASCLASS when developing a PD.

(2) Ensure work assigned in an official PD is commensurate with the organization's mission and functions, and the duties and responsibilities assigned are actually performed.

(3) Take appropriate action to promptly correct classification errors, misassignment of employees, or other classification discrepancies.

c. CPACs will:

(1) Provide advice and assistance to commander, managers and supervisors regarding the procedures and requirements of position classification to include PD format, CPOL/PERMISS classification guidance, and use of classification standards and automated tools.

(2) Exercise classification authority to develop PDs and classify positions within the limits prescribed by policy, regulation and servicing agreements.

(3) Ensure that mandatory training is provided to those with DCA and that DCA letters are issued after training has been accomplished. Maintain a file of all delegation of classification authority memorandums and a list of those individuals who have received DCA training.

(4) Ensure that proper accountability measures are established and implemented for position classification.

(5) Ensure that before a new PD is established, no standardized or FASCLASS PD is available that closely matches the proposed duties and responsibilities; the proposed PD fits the organization's structure and mission; and that the most current classification standards were used to classify the position.

(6) Provide advice on the interpretation and application of position classification standards; and in situations having controversial or unusual conditions; provide a written advisory opinion on the classification of a position.

(7) Maintain accurate position data in DCPDS.

(8) Maintain files of documents related to all 8th Army advisories and resulting decisions, and provide an annual report of these to DHRM before 31 December of the previous fiscal year. The report will identify each position allocated (title, series, grade, and pay plan recommended by CPAC and commander decision), organization, date classified, and name and title of the

authority making the decision. DHRM will review selected actions for procedural correctness, sound position management, and classification accuracy.

d. DHRM will:

(1) Serve as the command classification proponent. Monitor and evaluate the classification program to ensure that positions classified meet the intent and requirements of Army policy and implementing guidance on delegation of position classification authority.

(2) Develop and implement accountability measures and enforce as necessary to ensure accurate and consistent classification and grading of positions throughout the command.

(3) Provide advice to the commander on DCA program objectives and accountability for position classification authority.

(4) Monitor program indicators and inform the commander when classification authority is abused or results in classification actions that do not meet legal and regulatory requirements. If necessary, recommend that classification authority be withdrawn until such time as training and/or other corrective measures are taken to ensure program integrity.

3-5. Program Deficiencies and Accountability

a. Managers are accountable for avoiding misassignments and developing PDs that contain accurate and up-to-date duties and responsibilities. Grades will be consistent with the organization's normal alignment.

b. DHRM may review randomly selected classification actions for procedural correctness, sound position management, and classification accuracy.

c. When a review by higher authority (e.g., U.S. Army Civilian Personnel Evaluation Agency) reveals serious deficiencies in the command classification program, when classification accuracy rate falls below 90%, or when more than 10% of employees are misassigned, corrective measures will be implemented. Corrective action may include all or any part of DCA authority being withdrawn. During the period of corrective action or withdrawal of authority, a management level higher than that involved in the deficiency will take such measures as necessary to implement a corrective plan of action and remedy the deficiencies noted. When the commander/director overseeing the corrective action is satisfied that the responsible official has developed and implemented corrective measures for the proper exercise of job evaluation authority, authority may be re-delegated to the official.

d. When the delegation of authority is changed or withdrawn from any level of management, the authority to classify civilian positions will be re-delegated to the appropriate CPAC and/or delegated and exercised at a management level higher than that involved in the deficiency.

3-6. Override Authority

a. Officials with DCA authority may approve the classification of positions and authorize the use of a position description. If the proposed PD is accepted by the servicing CPAC, it will be processed and loaded into FASCLASS. If the CPAC disagrees with the classification, an advisory will be provided to the management official exercising DCA, with a copy furnished to

DHRM. The advisory will reference the appropriate classification standards and document the rationale for not supporting the manager's classification determination. When any position which was upgraded by the use of a DCA override becomes vacant, it will be reclassified to the appropriate grade level prior to recruitment.

b. Officials with DCA authority have the option to override a classification decision made by a CPAC. If a decision is made to override CPAC's classification determination, both parties will prepare a written evaluation providing a detailed rationale for the differences of opinion. Following the final classification decision, all documents related to the decision will be maintained on file by the servicing CPAC. Both the CPAC advisory to management and management's reply are to be placed in the evaluation statement portion of the FASCLASS database. In case of a Korea-wide precedent setting classification, the override will be sent to DHRM for a command DCA review. **NOTE:** Override authority is not permitted for DA standardized PDs due to the impact the decision would have Army-wide.

Appendix A References

Section I. Required Publications

Title 5, United States Code, Chapters 51 and 53.

Title 5, Code of Federal Regulations, Parts 511 and 536.

Section II. Related Publications

DODI 1400.25, DOD Civilian Personnel Management System, Subchapter 511.

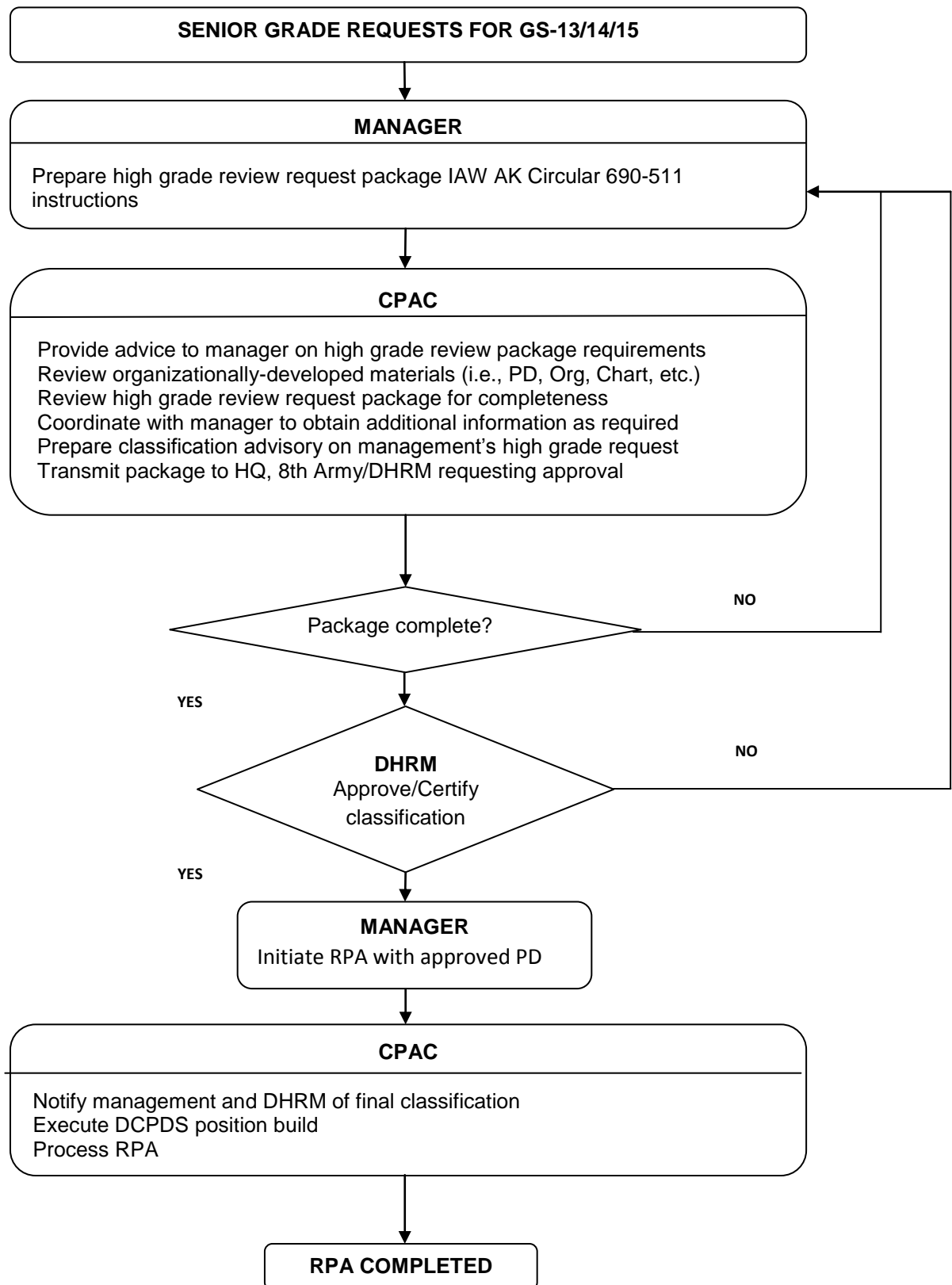
AR 690-300, Employment, Chapter 312 (Position Management)

Memorandum, HQDA, Deputy Assistant Secretary, Civilian Personnel Policy, 17 November 1997, subject: Delegation of Position Classification Authority.

Memorandum, HQDA, Deputy Assistant Secretary, Civilian Personnel Policy, 7 August 1998, subject: Delegated Classification Authority.

Collective Bargaining Agreement between USFK/8th Army and NFFE, Local 1363, Jan 2003, Article XV.

Appendix B
Flow-chart for Senior Grade Requests



Glossary

Section I. Abbreviations

APF	Appropriated Fund
CFR	Code of Federal Regulations
CofS	Chief of Staff
CPAC	Civilian Personnel Advisory Center
CPOL	Civilian Personnel Online
DA	Department of the Army
DCA	Delegated Position Classification Authority
DCPDS	Defense Civilian Personnel Data System
DHRM	Directorate of Human Resources Management
DOD	Department of Defense
FASCLASS	Fully Automated System for Classification
GS	General Schedule
HQDA	Headquarters Department of the Army
NAF	Nonappropriated Fund
NCOER	Noncommissioned Officer Evaluation Report
NFFE	National Federation of Federal Employees
OER	Officer Evaluation Report
OPM	Office of Personnel Management
PD	Position Description
PMO	Position Management Officer
PERMISS	Personnel Management Information and Support System
RPA	Request for Personnel Action
SES	Senior Executive Service
SGP	Senior Grade Position

U.S.	United States (of America)
USC	United States Code
USFK	United States Forces Korea

Section II. Terms

The definitions found in 5 CFR 511 are used in administering this circular.